

SCHEDULE OF BUDGET PROPOSALS AND EIA REFERENCE NUMBERS - CITY MANAGEMENT

Proposal Reference Number	Proposal Description	Cabinet Portfolio	Full?
5.1	Highways - Alternative Service Delivery Models	City Management	Part 1 only
5.2	Highways - Service Level Changes	City Management	Part 1 only
5.3	Highways - Alternative Sources of Funding	City Management	Part 1 only
5.4	Area Based Working / City Management Transformation	City Management	Part 1 only
5.5	Area Management - phase 2	City Management	Part 1 only
5.6	Road Management fees income	City Management	Part 1 only
5.7	Efficiencies in Public Conveniences Procurement	City Management	Part 1 only
5.8	Commercial waste income	City Management	Part 1 only
5.11	Energy efficient street lights	City Management	Part 1 only



EQUALITY IMPACT ASSESSMENT TOOL

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

The Council also has a duty to foster good relations between different groups of people and to promote equality of opportunity.

Completing an Equality Impact Assessment (EIA) is the **simplest way** to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the **earliest stages** of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision. Keep all versions of your EIA. An EIA should be finalised once a final decision is taken.

When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles (particularly if it impacts on frontline services).
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

Further Guidance

- [Step-by-Step Guidance to the questions](#)
- An EIA e-learning module is available for all Westminster staff: www.learningpool.com/westminster/course/view.php?id=159

Please contact the Equalities lead to inform them when you begin and then complete an EIA: equalities@westminster.gov.uk

SEB will monitor compliance with the requirement to complete EIAs.

Title of Proposal	
Built Environment Transformation (MTP Savings): 5.1 – Alternative Service Delivery Model Proposals, 5.2 – Service Level Changes, 5.3 Alternative Sources of Funding	
Lead Officer	
<ul style="list-style-type: none"> i. Sally Keiller ii. Head of Contracts, Highways Infrastructure and Public Realm iii. City Management and Communities iv. skeiller@westminster.gov.uk, 020 7641 3808 	
Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.	
Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Date of original EIA: 1 August 2014	
Version number and date of update	
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.</i></p> <p>Version 2 – 19 November 2015</p>	

SECTION 1: Initial screening: Do you need to complete an Equality Impact Assessment (EIA)?

Not all proposals will require an EIA, this initial screening will help you decide if your project or policy requires a full EIA by looking at the potential impact on any equality groups.

1.1	What are you analysing?
	<ul style="list-style-type: none"> • What is the project, policy or proposal? This EIA covers three MTP Savings proposals, reference 5.1, 5.2 and 5.3. These proposals are aimed at implementing a series of changes to existing service delivery across The Highways Infrastructure and Public Realm services and contracts which were transferred to City Management and Communities from 1 April 2015. Proposals focus on 3 main themes: <ul style="list-style-type: none"> • Identifying alternative service delivery models • Utilising alternative sources of funding for core activities • Reviewing existing service levels • What is the purpose of the policy/project/activity/strategy? The purpose of these proposals are to ensure that the Built Environment is operating efficiently and effectively, providing a good customer service and meeting medium term savings targets. <ul style="list-style-type: none"> • In what context will it operate? This Business Case covers a series of proposal which will all have their own timetable and implementation process. This Business Plan will operate as the overarching monitoring tool for implementation and monitoring of the individual proposals.

- **What results are intended?**

The intended result of the proposals are :

- To achieve a medium term saving in revenue funding of £1.73million over three years from 2015/16 across City Management and Communities
- To deliver services in the most co-ordinated and efficient manner
- To minimise impact on service levels
- To deliver where possible an improved customer service and minimise the impact on Westminster’s Businesses, Residents and Tourists
- To adopt new technology to improve efficiency and customer service

- **Why is it needed?**

Central Governments reduction in funding will result in a significant drop in available funding for Local Authorities. As a consequence, £1.73 million revenue savings needs to be found across Built Environment over three years from 2015/16 in order to help close this funding gap. Failure to achieve sufficient savings will lead to further structural problems within Westminster’s overall budget. This collection of proposals commenced in August 2014 in order to allow time to develop the individual efficiencies identified and to start deliver savings from April 2015.

- **Who is it intended to benefit and how?**

The intended benefits will cover all of Westminster’s Residents, Tourists and Workers.

- **Who, potentially, could this project, policy or proposal have a detrimental effect on, and how?**

Some of the individual proposals could have a detrimental effect on Westminster’s Residents, Tourists and Workers, such as alteration to existing service levels, but every effort will be made to keep any detrimental effect to a minimum.

A member of the public should have a good grasp of the proposal after reading this section.

1.2 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?

	None	Positive	Negative	Not sure
Disabled people	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	groups				
	Groups with particular faiths and beliefs	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	None	<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	

If the answer is “negative” or “unclear” consider doing a full EIA

1.3	What do you think that the overall NEGATIVE impact on groups and communities will be?	None / Minimal	Significant
		x <input type="checkbox"/>	<input type="checkbox"/>
<p><u>None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups. Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.</u></p>			

1.4	Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?
	Yes <input type="checkbox"/> No x <input type="checkbox"/>

1.5	How have you come to this decision?
	<p>This Business Case/proposal is an overarching framework to show how the City Management and Communities is responding to savings requirements and as such has no negative impact on groups or communities.</p> <p>The individual proposals each with their own timeline and implementation process may have some impact. As part of their natural implementation process some proposals may have to produce and EIA and this will done at the appropriate time for that proposal.</p> <p>For example one of the proposal is for Adaptive Lighting which may involve dimming and trimming’ street lights. This will require and EIA. Conversely, identified efficiency savings that have ‘no impact on service’ delivery would not have to produce an EIA.</p>

SECTION 2: EQUALITY IMPACT ASSESSMENT

Building an Evidence Base: What do you know?

This section will help you build your evidence base and interpret what the likely impact will be of your service.

2.1 Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
<ul style="list-style-type: none"> If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes. 	
How many people use the service currently? What is this as a % of Westminster's population?	A million visitors each day to Westminster will all interact at some point with the services linked to the proposals. This is 4.4 times the resident population.
Disabled people	
Particular ethnic groups	
Men or women (include impacts due to pregnancy/maternity)	
People of particular sexual orientations	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
People on low incomes	
People in particular age groups	
Groups with particular faiths and beliefs	
Any other groups who may be affected by the proposal?	

2.2 Summary (to be completed following analysis of the evidence above)				
	None	Positive	Negative	Not sure
Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?				
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Particular ethnic groups	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/maternity)	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of particular sexual orientations	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	undergone a process or part of a process of gender reassignment				
	People on low incomes	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think this proposal may affect negatively or positively?	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>	

SECTION 3: Assessing Impact

In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be.

3.1	Consultation Information
<i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>	
	<p>i. Who have you consulted with? No consultation has been required to date but where the individual initiatives require consultation, this will take place with residents groups, disabled groups and any other group identified as affected.</p> <p>ii. How did you consult? <i>(inc meeting dates, activity undertaken & groups consulted)</i></p>
3.2	What might the potential impact on individuals or groups be?
<i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>	
	Generic impact (across all groups)
	Men or women (include impacts due to pregnancy/maternity)
	People of particular sexual orientation
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment
	Disabled people
	Particular ethnic groups
	People on low incomes
	People in particular age groups
	Groups with particular faiths and beliefs
	Other excluded individuals and groups

SECTION 4: Reducing & Mitigating Impact

As a result of what you have learned, what can you do to minimise the impact of the proposed changes on equality groups and other excluded / vulnerable groups, as outlined above?

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? <i>(Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</i>	
	Impact 1: [Insert impact here]	Consider options as to what we can do to reduce the impact
	Impact 2: [Insert impact here]	
	Impact 3: [Insert impact here]	
	Impact 4: [Insert impact here]	
	Impact 5: [Insert impact here]	

4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	No major change (no impacts identified)	<input checked="" type="checkbox"/>
	Adjust the policy	<input type="checkbox"/>
	Continue the policy (impacts identified)	<input type="checkbox"/>
	Stop and remove the policy	<input type="checkbox"/>

4.3	Please document the reasons for your decision
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4.4	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?
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4.5	Conclusion <i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>
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SECTION 5: Next Steps

5.1 Highways - Built Environment Transformation

5.1 Action Plan

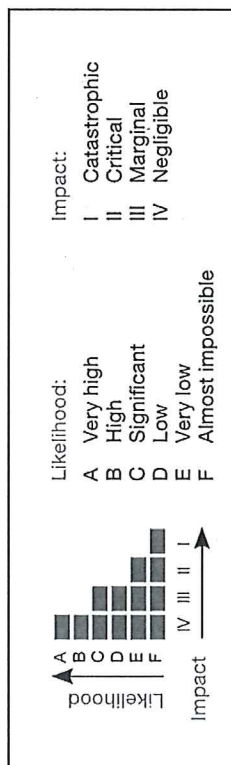
Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

NB. Add any additional rows, if required.

Action Required	Equality Groups Targeted	Intended Outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG

5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
R1.1	[Enter risk here]	[Enter here the likely impact if the risk came to pass]	[Record here any actions already in place to reduce the risk]	[Using the key below, enter the current risk score]	[Enter here any actions that can be developed in future to reduce the risk identified]



THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

Signature: 

Full Name:Sally Keiller.....

Unit: Highways Infrastructure and Public Realm, City Management and Communities

Email & Telephone Ext: 3808

Date of Completion (DD/MM/YY): 19/11/15

WHAT NEXT?

Please email your completed EIA to the Equalities Lead: equalities@westminster.gov.uk



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	groups				
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If the answer is “negative” or “unclear” consider doing a full EIA

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Any other groups who may be affected by the proposal?	

2.2 Summary (to be completed following analysis of the evidence above)				
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	undergone a process or part of a process of gender reassignment				
	People on low incomes	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think this proposal may affect negatively or positively?	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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SECTION 3: Assessing Impact

In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be.

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SECTION 4: Reducing & Mitigating Impact

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4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? <i>(Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</i>	
	Impact 1: [Insert impact here]	Consider options as to what we can do to reduce the impact
	Impact 2: [Insert impact here]	
	Impact 3: [Insert impact here]	
	Impact 4: [Insert impact here]	
	Impact 5: [Insert impact here]	

4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	No major change (no impacts identified)	<input checked="" type="checkbox"/>
	Adjust the policy	<input type="checkbox"/>
	Continue the policy (impacts identified)	<input type="checkbox"/>
	Stop and remove the policy	<input type="checkbox"/>

4.3 Please document the reasons for your decision

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4.4 How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?

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4.5 **Conclusion**
This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact

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SECTION 5: Next Steps

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Action Plan

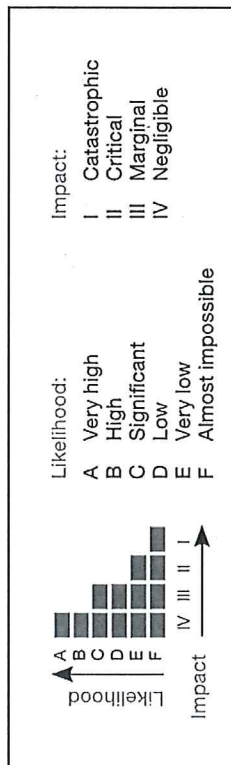
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Action Required	Equality Groups Targeted	Intended Outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG

5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
R1.1	[Enter risk here]	[Enter here the likely impact if the risk came to pass]	[Record here any actions already in place to reduce the risk]	[Using the key below, enter the current risk score]	[Enter here any actions that can be developed in future to reduce the risk identified]



THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

Signature: 

Full Name:Sally Keiller.....

Unit: Highways Infrastructure and Public Realm, City Management and Communities

Email & Telephone Ext: 3808

Date of Completion (DD/MM/YY): 19/11/15

WHAT NEXT?

Please email your completed EIA to the Equalities Lead: equalities@westminster.gov.uk



EQUALITY IMPACT ASSESSMENT TOOL

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

The Council also has a duty to foster good relations between different groups of people and to promote equality of opportunity.

Completing an Equality Impact Assessment (EIA) is the **simplest way** to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the **earliest stages** of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision. Keep all versions of your EIA. An EIA should be finalised once a final decision is taken.

When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles (particularly if it impacts on frontline services).
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

Further Guidance

- Step-by-Step Guidance to the questions
- An EIA e-learning module is available for all Westminster staff: www.learningpool.com/westminster/course/view.php?id=159

Please contact the Equalities lead to inform them when you begin and then complete an EIA: equalities@westminster.gov.uk

SEB will monitor compliance with the requirement to complete EIAs.

Title of Proposal
CITY MANAGEMENT TRANSFORMATION PROGRAMME
Lead Officer
i. Jackie Gibson ii. Joint Head of Commissioning iii. City Management iv. 0207 641 1819 jgibson@westminster.gov.uk
Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.
Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Date of original EIA: 3 rd July 2014
Version number and date of update
<i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.</i>
Version 2 – 31st October 2014

SECTION 1: Initial screening: Do you need to complete an Equality Impact Assessment (EIA)?

Not all proposals will require an EIA, this initial screening will help you decide if your project or policy requires a full EIA by looking at the potential impact on any equality groups.

1.1	What are you analysing?
	<p>Transformation programme to deliver a holistic and co-ordinated approach to the delivery of City Management services (with an initial focus on Premises Management, Street Management and Commissioning services). Comprises:</p> <ol style="list-style-type: none"> 1) Analysis of “as is” processes and customer journey mapping 2) Design of a new target operating model (TOM) and staffing structure 3) Implementation of the new staffing structure and target operating model 4) Delivery of discreet transformation work streams within services as identified from the analysis stage <p>Rationale: Our vision is for a new TOM and structure that aligns with our set of City Management service principles. These principles focus on streamlined services, more effective joint working, engaged local communities, improved customer experience and intelligent based deployment of staff.</p> <p>Key Benefits: Key benefits are more efficient use of resources and better customer experience.</p>
1.2	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups? If so, is the impact positive or negative?

		None	Positive	Negative	Not sure
	Disabled people	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <i>Reasonable adjustments will be made for disabled staff to ensure they are not placed at a disadvantage because of their disability in any recruitment & selection process</i>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/> <i>Support will be offered by the department for staff who have English as an additional language to ensure they are not disadvantaged at the interview & assessment process</i>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <i>Under current maternity leave regulations women on maternity leave <u>should</u> be given priority when considering suitable alternative employment Additional support may be required to interview & assess vulnerable staff who are on maternity leave; identified as carers or are on long term absence)</i>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <i>Increased opportunity for flexible retirement</i>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <i>Support may be required for staff observing Ramadan and Rosh Hashanah during the interview and assessment process</i>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	

If the answer is “negative” or “unclear” consider doing a full EIA

1.3	What do you think that the overall NEGATIVE impact on groups and communities will be?	None / Minimal	Significant
		<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p><u>None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.</u> Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.</p>			

1.4	Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

1.5	How have you come to this decision?
	<p>This project will involve a reorganisation and structural change involving the loss of jobs. At this point in time this project does not <u>disproportionately</u> impact any of the above groups. As the project progresses the need for a full EIA will be kept under review.</p> <p>a) We have considered that people with “Protected Characteristics” may be affected by the proposed reorganisation</p> <p>b) Systems have been considered and will be put in place at the appropriate time</p>

SECTION 2: EQUALITY IMPACT ASSESSMENT

Building an Evidence Base: What do you know?

This section will help you build your evidence base and interpret what the likely impact will be of your service.

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes. 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Disabled people	
	Particular ethnic groups	
	Men or women (include impacts due to pregnancy/maternity)	
	People of particular sexual orientations	
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
	People on low incomes	
	People in particular age groups	
	Groups with particular faiths and beliefs	
	Any other groups who may be affected by the proposal?	

2.2	Summary (to be completed following analysis of the evidence above)			
	None	Positive	Negative	Not sure
Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?				
Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of particular sexual orientations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	undergone a process or part of a process of gender reassignment				
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think this proposal may affect negatively or positively?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>	

SECTION 3: Assessing Impact

In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be.

3.1	Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<p>i. Who have you consulted with?</p> <p>ii. How did you consult? (inc meeting dates, activity undertaken & groups consulted)</p>
3.2	What might the potential impact on individuals or groups be? <i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>
	Generic impact (across all groups)
	Men or women (include impacts due to pregnancy/maternity)
	People of particular sexual orientation
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment
	Disabled people
	Particular ethnic groups
	People on low incomes
	People in particular age groups
	Groups with particular faiths and beliefs
	Other excluded individuals and groups

SECTION 4: Reducing & Mitigating Impact

As a result of what you have learned, what can you do to minimise the impact of the proposed changes on equality groups and other excluded / vulnerable groups, as outlined above?

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? <i>(Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</i>	
	Impact 1: [Insert impact here]	Consider options as to what we can do to reduce the impact
	Impact 2: [Insert impact here]	
	Impact 3: [Insert impact here]	
	Impact 4: [Insert impact here]	
	Impact 5: [Insert impact here]	

4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	No major change (no impacts identified)	<input type="checkbox"/>
	Adjust the policy	<input type="checkbox"/>
	Continue the policy (impacts identified)	<input type="checkbox"/>
	Stop and remove the policy	<input type="checkbox"/>

4.3	Please document the reasons for your decision	

4.4	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?	

4.5	Conclusion <i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>	

SECTION 5: Next Steps

5.1 Action Plan

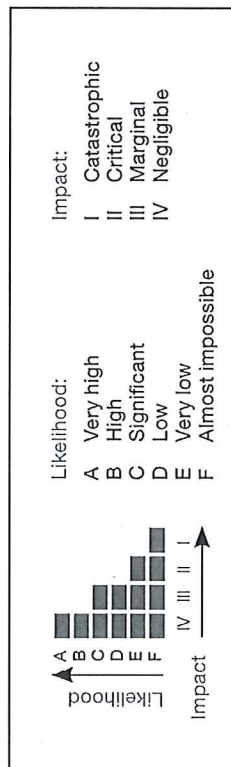
Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

NB. Add any additional rows, if required.

Action Required	Equality Groups Targeted	Intended Outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG

5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
R1.1	[Enter risk here]	[Enter here the likely impact if the risk came to pass]	[Record here any actions already in place to reduce the risk]	[Using the key below, enter the current risk score]	[Enter here any actions that can be developed in future to reduce the risk identified]



THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

Signature: *J. S. Gibson*

Full Name: *Jacques Gibson*

Unit: *CITY MANAGEMENT*

Email & Telephone Ext: *jjgibson@westminster.gov.uk*
0207 641 1819

Date of Completion (DD/MM/YY): *15th JAN 2016*

WHAT NEXT?

Please email your completed EIA to the Equalities Lead: equalities@westminster.gov.uk



EQUALITY IMPACT ASSESSMENT TOOL

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

The Council also has a duty to foster good relations between different groups of people and to promote equality of opportunity.

Completing an Equality Impact Assessment (EIA) is the **simplest way** to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the **earliest stages** of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision. Keep all versions of your EIA. An EIA should be finalised once a final decision is taken.

When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making internal reorganisations that will result in staff changes including Transfer of Undertakings (TUPE), redundancies, change in job roles or terms and conditions.
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

Further Guidance

- [Step-by-Step Guidance to the questions](#)
- An EIA e-learning module is available for all Westminster staff: www.learningpool.com/westminster/course/view.php?id=159

Please contact the Equalities lead to inform them when you begin and then complete an EIA: equalities@westminster.gov.uk

SEB will monitor compliance with the requirement to complete EIAs.

Title of Proposal
Area Management Phase 2
Lead Officers
i. Full Name Richard Barker and Jackie Gibson ii. Position - Director of Community Services (RB) and Head of Strategy & Development (JG) iii. Departments: City Management & Communities iv. Contact Details rbarker@westminster .gov.uk and jgibson@westminster .gov.uk
Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.
Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Date of original EIA: n/a
Version number and date of update
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.</i></p> <p>Version 1 Version 2- 13th January 2016</p>

SECTION 1: Initial screening: Do you need to complete an Equality Impact Assessment (EIA)?

Not all proposals will require an EIA, this initial screening will help you decide if your project or policy requires a full EIA by looking at the potential impact on any equality groups.

1.1 What are you analysing?
<ul style="list-style-type: none"> • What is the project, policy or proposal? • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • What results are intended? • Why is it needed? • Who is it intended to benefit and how? • Who, potentially, could this project, policy or proposal have a detrimental effect on, and how? <p><i>A member of the public should have a good grasp of the proposal after reading this section.</i></p> <p>At present, a number of common activities and processes which take place within Housing Estates (i.e. delivered by CWL/ RSLs) and across the rest of the Council’s assets and areas of responsibility (i.e. delivered by City Management services) are undertaken differently. This creates fragmentation, duplication, a lack of coordination and inefficiencies. The proposal is</p>

to review the delivery of services (including public realm maintenance, parking enforcement, permit administration, Anti Social Behaviour enforcement, community development activities and property management) and embed an area focused approach and a more efficient tasking process to deliver efficiencies and savings to the General Fund and potentially to the HRA through a 'value share gain' mechanism.

The proposal seeks to review the delivery arrangements and embed a more efficient & localised tasking process for a number of common activities which include public realm maintenance (roads & pavements, lighting, signage, bollards etc), parking enforcement and garage / parking permits, ASB/ enforcement activities and case work, community development activities and property. Savings would be realised through joint procurement (i.e. to promote economies of scale), localised delivery (i.e. efficient use of resources) and by better recognising the nature and drivers of particular cost areas from housing estates (i.e. there are some services which are targeted and delivered for the exclusive benefit of tenants in Housing Estates which potentially ought to be funded through the HRA and not the General Fund).

1.2 From a service user and staff perspective, does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups? If so, is the impact positive or negative?					
		None	Positive	Negative	Not sure
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	

If the answer is “negative” or “unclear” consider doing a full EIA

1.3 What do you think that the overall NEGATIVE impact on groups and communities will be?	None / Minimal	Significant
<p><u>None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.</u> Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

1.4 Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?
Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

1.5 How have you come to this decision?
<p>The overall proposition is to develop more efficient ways of delivering local services through an area based approach. The initial proposal does not seek to reduce or fundamentally alter services from the users perspective and therefore should not result in a negative impact for any particular group.</p> <p>A further EIA assessment will be required if the proposal proceeds to a more detailed phase.</p>

SECTION 2: EQUALITY IMPACT ASSESSMENT

Building an Evidence Base: What do you know?

This section will help you build your evidence base and interpret what the likely impact will be of your service. Complete this section if your proposal is service user related. If your proposal only affects staff, go to section 2.2

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes. 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Disabled people	
	Particular ethnic groups	
	Men or women (include impacts due to pregnancy/maternity)	
	People of particular sexual orientations	
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
	People on low incomes	
	People in particular age groups	
	Groups with particular faiths and beliefs	
	Any other groups who may be affected by the proposal?	

This section should be completed for all proposals that will impact on staff.

2.2	Build up a picture of the makeup of the workforce profile in the service affected.					
	What is the workforce profile of the service? As a percentage, how does this compare to the profile of Westminster City Council workforce? <ul style="list-style-type: none"> Age Disability Gender 	Service		Council		
		No	%	No	%	
		Age				
		16-24			35	2%
		25-29			148	7%
		30-44			893	43%
		45-59			854	41%
		60-64			115	5%

<ul style="list-style-type: none"> • Gender Reassignment • Ethnicity • Pregnancy and Maternity • Religion/Belief • Sex • Sexual Orientation 	65 +			33	2%
	Disability				
	Yes			66	3%
	No			897	43%
	Not Known			1115	54%
	Ethnicity				
	Asian/Asian British			145	7%
	Black/Black British			416	20%
	Mixed			62	3%
	White			1371	66%
	Other			42	2%
	Unknown			83	4%
	Gender				
	Female			1192	57%
	Male			886	43%
	Pregnancy and Maternity				
	<ul style="list-style-type: none"> • Are any staff pregnant or on maternity • How are they affected by this change 				
	Religion & Belief				
	There is insufficient data to make an assessment on this characteristic. Any issues identified as part of the consultation process will be included				
	Sexual Orientation				
There is insufficient data to make an assessment on this characteristic. Any issues identified as part of the consultation process will be included					
Gender Reassignment					
Data on Gender Reassignment is currently not available but it is unlikely that this proposal will impact either positively or negatively on the protected characteristic of gender reassignment. The consultation process should identify any issues that need to be considered with regards to this protected characteristic.					
	Using the information above, are any groups of staff disproportionately represented compared to the Council workforce?				
	Does TUPE apply to this proposal?				
	Will the reorganisation/restructure result in an increase or decrease in staff numbers? If so, approximately				

	how many?	
	Will the reorganisation/restructure result in changes in job roles or terms and conditions for staff? If so, what changes are proposed?	

2.3 Summary (to be completed following analysis of the evidence above)					
	Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?	None	Positive	Negative	Not sure
	Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think this proposal may affect negatively or positively?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>	

SECTION 3: Assessing Impact

In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be.

3.1	Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<p>i. Who will you consult with?</p> <p>ii. How will you consult? (inc meeting dates, activity undertaken & groups consulted)</p>
3.2	What might the potential impact on individuals, groups or staff be?

<i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>	
Generic impact (across all groups)	
Men or women (include impacts due to pregnancy/maternity)	
People of particular sexual orientation	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
Disabled people	
Particular ethnic groups	
People on low incomes	
People in particular age groups	
Groups with particular faiths and beliefs	
Other excluded individuals and groups	

SECTION 4: Reducing & Mitigating Impact

As a result of what you have learned, what can you do to minimise the impact of the proposed changes on equality groups and other excluded / vulnerable groups, as outlined above?

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? <i>(Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</i>	
	Impact 1: [Insert impact here]	Consider options as to what we can do to reduce the impact
	Impact 2: [Insert impact here]	
	Impact 3: [Insert impact here]	
	Impact 4: [Insert impact here]	
	Impact 5: [Insert impact here]	

4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	No major change (no impacts identified)	<input type="checkbox"/>
	Adjust the policy/proposal	<input type="checkbox"/>
	Continue the policy/proposal (impacts identified)	<input type="checkbox"/>
	Stop and remove the policy/proposal	<input type="checkbox"/>

4.3	Please document the reasons for your decision	
4.4	How will the impact of the project, policy or proposal and any changes made	

	to reduce the impact be monitored?
4.5	Conclusion <i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>

SECTION 5: Next Steps

<p>5.4 Action Plan Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps. NB. Add any additional rows, if required.</p>	<p>Action Required</p>	<p>Equality Groups Targeted</p>	<p>Intended Outcome</p>	<p>Resources Needed</p>	<p>Name of Lead, Unit & Contact Details</p>	<p>Completion Date (DD/MM/YY)</p>	<p>RAG</p>

5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
R1.1	[Enter risk here]	[Enter here the likely impact if the risk came to pass]	[Record here any actions already in place to reduce the risk]	[Using the key below, enter the current risk score]	[Enter here any actions that can be developed in future to reduce the risk identified]



THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

Signature: *Richard Barker*
Full Name: *RICHARD BARKER*
Unit: *COMMUNITY SERVICES*
Email & Telephone Ext: *rbarker@westminster.gov.uk* *62693*
Date of Completion (DD/MM/YY): *16/1/16*

WHAT NEXT?

Please email your completed EIA to the Equalities Lead: equalities@westminster.gov.uk



EQUALITY IMPACT ASSESSMENT TOOL

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

The Council also has a duty to foster good relations between different groups of people and to promote equality of opportunity.

Completing an Equality Impact Assessment (EIA) is the **simplest way** to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the **earliest stages** of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision. Keep all versions of your EIA. An EIA should be finalised once a final decision is taken.

When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making internal reorganisations that will result in staff changes including Transfer of Undertakings (TUPE), redundancies, change in job roles or terms and conditions.
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

Further Guidance

- [Step-by-Step Guidance to the questions](#)
- An EIA e-learning module is available for all Westminster staff: www.learningpool.com/westminster/course/view.php?id=159

Please contact the Equalities lead to inform them when you begin and then complete an EIA: equalities@westminster.gov.uk

SEB will monitor compliance with the requirement to complete EIAs.

Title of Proposal
Review of Road Management Fees
Lead Officer
i. Full Name Jonathan Rowing ii. Position Head of Service (Road Management) iii. Department Public Protection and Licensing- CM&C iv. Contact Details x3147
Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.
Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Date of original EIA:
Version number and date of update
<i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.</i>

SECTION 1: Initial screening: Do you need to complete an Equality Impact Assessment (EIA)?

Not all proposals will require an EIA, this initial screening will help you decide if your project or policy requires a full EIA by looking at the potential impact on any equality groups.

1.1	What are you analysing?
	<ul style="list-style-type: none"> • What is the project, policy or proposal? • What is the purpose of the policy/project/activity/strategy? • In what context will it operate? • What results are intended? • Why is it needed? • Who is it intended to benefit and how? • Who, potentially, could this project, policy or proposal have a detrimental effect on, and how? <p><i>A member of the public should have a good grasp of the proposal after reading this section. The City Council reviews its fees and charges associated with works licensed or permitted by Road Management on a regular basis. The last significant review occurred in 2011.</i></p> <p>Most of Road Management’s charges are set by statute or regulations and are therefore beyond the power of the Council to alter through this process. Those that are within the Council’s power to adjust are: Charges for production of Temporary Traffic Orders, Charges for licensing a Crane on the Highway, Charges for licensing a</p>

Structure on the Highway, and Charges for a Licence under Section 50 of the New Roads and Street Works Act 1991.

The City Council's authority to operate and set charges for these schemes is defined by legislation. In the main, none can operate purely and intentionally as a means to raise revenue, and charges should have regard to the costs of scheme administration and enforcement. However, in accordance with its statutory responsibility to ensure, where reasonably practicable, the expeditious, safe and convenient movement of traffic, the Council can also have regard to traffic management considerations in setting its charges and is therefore also able to use the charges as a method of managing demand.

This fee change proposes increasing the charges to properly reflect the cost changes since the last review. It also proposes that some of the charging policies are revised, for example altering periods for which licences can be issued, to ensure that the costs are more effectively borne by the more disruptive or complex works.

There is no detrimental effect on customers or the general public other than an increase in costs. The majority of customers who pay these charges are large construction companies or utilities.

1.2 From a service user and staff perspective, does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?

	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	

If the answer is “negative” or “unclear” consider doing a full EIA

1.3	What do you think that the overall NEGATIVE impact on groups and communities will be?	None / Minimal	Significant
		<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p><u>None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.</u> Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.</p>			

1.4	Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.5	How have you come to this decision?
	While the fees have risen they are only in line with the actual costs of the service and following no increase in fees for around 5 years. These fees apply equally to all applicants.

SECTION 2: EQUALITY IMPACT ASSESSMENT

Building an Evidence Base: What do you know?

This section will help you build your evidence base and interpret what the likely impact will be of your service. Complete this section if your proposal is service user related. If your proposal only affects staff, go to section 2.2

2.1	Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
	<ul style="list-style-type: none"> If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes. 	
	How many people use the service currently? What is this as a % of Westminster's population?	
	Disabled people	
	Particular ethnic groups	
	Men or women (include impacts due to pregnancy/maternity)	
	People of particular sexual orientations	
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
	People on low incomes	
	People in particular age groups	
	Groups with particular faiths and beliefs	
	Any other groups who may be affected by the proposal?	

This section should be completed for all proposals that will impact on staff.

2.2	Build up a picture of the makeup of the workforce profile in the service affected.						
	What is the workforce profile of the service? As a percentage, how does this compare to the profile of Westminster City Council workforce? <ul style="list-style-type: none"> Age Disability Gender 	Group		Council			
		Service		No		%	
		No	%	No	%		
		Age					
		16-24			35	2%	
		25-29			148	7%	
		30-44			893	43%	
		45-59			854	41%	
	60-64			115	5%		

<ul style="list-style-type: none"> • Gender Reassignment • Ethnicity • Pregnancy and Maternity • Religion/Belief • Sex • Sexual Orientation 	65 +			33	2%
	Disability				
	Yes			66	3%
	No			897	43%
	Not Known			1115	54%
	Ethnicity				
	Asian/Asian British			145	7%
	Black/Black British			416	20%
	Mixed			62	3%
	White			1371	66%
	Other			42	2%
	Unknown			83	4%
	Gender				
	Female			1192	57%
	Male			886	43%
	Pregnancy and Maternity				
	<ul style="list-style-type: none"> • Are any staff pregnant or on maternity • How are they affected by this change 				
	Religion & Belief				
	There is insufficient data to make an assessment on this characteristic. Any issues identified as part of the consultation process will be included				
	Sexual Orientation				
There is insufficient data to make an assessment on this characteristic. Any issues identified as part of the consultation process will be included					
Gender Reassignment					
Data on Gender Reassignment is currently not available but it is unlikely that this proposal will impact either positively or negatively on the protected characteristic of gender reassignment. The consultation process should identify any issues that need to be considered with regards to this protected characteristic.					
	Using the information above, are any groups of staff disproportionately represented compared to the Council workforce?				
	Does TUPE apply to this proposal?				
	Will the reorganisation/restructure result in an increase or decrease in staff numbers? If so, approximately				

	how many?	
	Will the reorganisation/restructure result in changes in job roles or terms and conditions for staff? If so, what changes are proposed?	

2.3 Summary (to be completed following analysis of the evidence above)					
		None	Positive	Negative	Not sure
	Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?				
	Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think this proposal may affect negatively or positively?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>	

SECTION 3: Assessing Impact

In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be.

3.1	Consultation Information <i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<p>i. Who will you consult with?</p> <p>ii. How will you consult? (inc meeting dates, activity undertaken & groups consulted)</p>
3.2	What might the potential impact on individuals, groups or staff be?

<i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>	
Generic impact (across all groups)	
Men or women (include impacts due to pregnancy/maternity)	
People of particular sexual orientation	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
Disabled people	
Particular ethnic groups	
People on low incomes	
People in particular age groups	
Groups with particular faiths and beliefs	
Other excluded individuals and groups	

SECTION 4: Reducing & Mitigating Impact

As a result of what you have learned, what can you do to minimise the impact of the proposed changes on equality groups and other excluded / vulnerable groups, as outlined above?

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? <i>(Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</i>	
	Impact 1: [Insert impact here]	Consider options as to what we can do to reduce the impact
	Impact 2: [Insert impact here]	
	Impact 3: [Insert impact here]	
	Impact 4: [Insert impact here]	
	Impact 5: [Insert impact here]	

4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	No major change (no impacts identified)	<input type="checkbox"/>
	Adjust the policy/proposal	<input type="checkbox"/>
	Continue the policy/proposal (impacts identified)	<input type="checkbox"/>
	Stop and remove the policy/proposal	<input type="checkbox"/>

4.3	Please document the reasons for your decision	
4.4	How will the impact of the project, policy or proposal and any changes made	

	to reduce the impact be monitored?
4.5	Conclusion <i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>

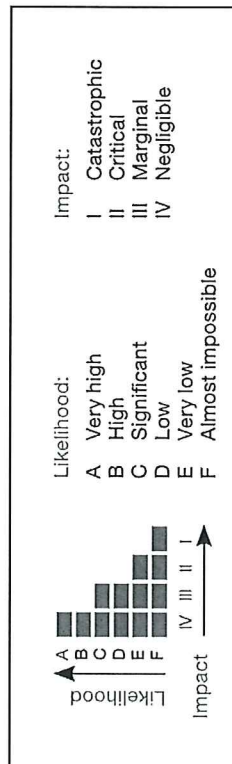
SECTION 5: Next Steps

5.6 Road Management fees income

51 Action Plan Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps. NB. Add any additional rows, if required.	Action Required	Equality Groups Targeted	Intended Outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG

5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
R1.1	[Enter risk here]	[Enter here the likely impact if the risk came to pass]	[Record here any actions already in place to reduce the risk]	[Using the key below, enter the current risk score]	[Enter here any actions that can be developed in future to reduce the risk identified]



THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

Signature:
Full Name:
Unit:
Email & Telephone Ext:
Date of Completion (DD/MM/YY):

WHAT NEXT?

Please email your completed EIA to the Equalities Lead: equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

The Council also has a duty to foster good relations between different groups of people and to promote equality of opportunity.

Completing an Equality Impact Assessment (EIA) is the **simplest way** to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the **earliest stages** of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision. Keep all versions of your EIA. An EIA should be finalised once a final decision is taken.

When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making internal reorganisations that will result in staff changes including Transfer of Undertakings (TUPE), redundancies, change in job roles or terms and conditions.
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

Further Guidance

- [Step-by-Step Guidance to the questions](#)
- An EIA e-learning module is available for all Westminster staff: www.learningpool.com/westminster/course/view.php?id=159

Please contact the Equalities lead to inform them when you begin and then complete an EIA: equalities@westminster.gov.uk

SEB will monitor compliance with the requirement to complete EIAs.

Title of Proposal
Efficiencies in Public Conveniences Procurement (MTP Ref. 5.7)
Lead Officer
i. Mark Banks ii. Head of Waste & Parks iii. City Management & Communities iv. mbanks@westminster.gov.uk
Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.
Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Date of original EIA:
Version number and date of update
Version 1.0

SECTION 1: Initial screening: Do you need to complete an Equality Impact Assessment (EIA)?

Not all proposals will require an EIA, this initial screening will help you decide if your project or policy requires a full EIA by looking at the potential impact on any equality groups.

1.1	What are you analysing?										
	<ul style="list-style-type: none"> What is the project, policy or proposal? To change the way public conveniences contracts are procured What is the purpose of the policy/project/activity/strategy? To realise procurement efficiencies and thereby achieve contract cost savings In what context will it operate? Medium Term Planning What results are intended? Reduced costs Why is it needed? To assist the council's financial position Who is it intended to benefit and how? Council – reduced costs Who, potentially, could this project, policy or proposal have a detrimental effect on, and how? There will be no detrimental effects as the number of public conveniences will remain the same. <p><i>A member of the public should have a good grasp of the proposal after reading this section.</i></p>										
1.2	From a service user and staff perspective, does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups? If so, is the impact positive or negative?										
	<table border="1"> <thead> <tr> <th></th> <th>None</th> <th>Positive</th> <th>Negative</th> <th>Not sure</th> </tr> </thead> <tbody> <tr> <td>Disabled people</td> <td>X <input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table>		None	Positive	Negative	Not sure	Disabled people	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	None	Positive	Negative	Not sure							
Disabled people	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							

	Particular ethnic groups	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/ maternity)	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People or particular sexual orientation/s	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	No	<input type="checkbox"/>	<input type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	

If the answer is “negative” or “unclear” consider doing a full EIA

1.3 What do you think that the overall NEGATIVE impact on groups and communities will be? <u>None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups. Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.</u>	None / Minimal	Significant
	<input type="checkbox"/>	<input type="checkbox"/>
	X	

1.4	Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?
	Yes <input type="checkbox"/> No X <input type="checkbox"/>
1.5	How have you come to this decision?
	The proposal relates to achieving efficiencies in procurement and therefore does not impact on service delivery.

SECTION 2: EQUALITY IMPACT ASSESSMENT
Building an Evidence Base: What do you know?

This section will help you build your evidence base and interpret what the likely impact will be of your service. Complete this section if your proposal is service user related. If your proposal only affects staff, go to section 2.2

2.1 Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal

- If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.

How many people use the service currently? What is this as a % of Westminster's population?	
Disabled people	
Particular ethnic groups	
Men or women (include impacts due to pregnancy/maternity)	
People of particular sexual orientations	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
People on low incomes	
People in particular age groups	
Groups with particular faiths and beliefs	
Any other groups who may be affected by the proposal?	

This section should be completed for all proposals that will impact on staff.

2.2 Build up a picture of the makeup of the workforce profile in the service affected.

<p>What is the workforce profile of the service? As a percentage, how does this compare to the profile of Westminster City Council workforce?</p> <ul style="list-style-type: none"> Age Disability Gender Gender Reassignment Ethnicity 	Group	Service		Council	
		No	%	No	%
	Age				
	16-24			35	2%
	25-29			148	7%
	30-44			893	43%
	45-59			854	41%
	60-64			115	5%
	65 +			33	2%
	Disability				

<ul style="list-style-type: none"> • Pregnancy and Maternity • Religion/Belief • Sex • Sexual Orientation 	Yes			66	3%	
	No			897	43%	
	Not Known			1115	54%	
	Ethnicity					
	Asian/Asian British			145	7%	
	Black/Black British			416	20%	
	Mixed			62	3%	
	White			1371	66%	
	Other			42	2%	
	Unknown			83	4%	
	Gender					
	Female			1192	57%	
	Male			886	43%	
	Pregnancy and Maternity					
	<ul style="list-style-type: none"> • Are any staff pregnant or on maternity • How are they affected by this change 					
	Religion & Belief					
	There is insufficient data to make an assessment on this characteristic. Any issues identified as part of the consultation process will be included					
	Sexual Orientation					
	There is insufficient data to make an assessment on this characteristic. Any issues identified as part of the consultation process will be included					
	Gender Reassignment					
Data on Gender Reassignment is currently not available but it is unlikely that this proposal will impact either positively or negatively on the protected characteristic of gender reassignment. The consultation process should identify any issues that need to be considered with regards to this protected characteristic.						
	Using the information above, are any groups of staff disproportionately represented compared to the Council workforce?					
	Does TUPE apply to this proposal?					
	Will the reorganisation/restructure result in an increase or decrease in staff numbers? If so, approximately how many?					

	Will the reorganisation/restructure result in changes in job roles or terms and conditions for staff? If so, what changes are proposed?	
--	---	--

2.3 Summary (to be completed following analysis of the evidence above)					
	Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?	None	Positive	Negative	Not sure
	Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think this proposal may affect negatively or positively?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>	

SECTION 3: Assessing Impact

In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be.

3.1	Consultation Information
	<i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>
	<p>i. Who will you consult with?</p> <p>ii. How will you consult? (inc meeting dates, activity undertaken & groups consulted)</p>
3.2	What might the potential impact on individuals, groups or staff be?
	<i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>

	Generic impact (across all groups)	
	Men or women (include impacts due to pregnancy/maternity)	
	People of particular sexual orientation	
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
	Disabled people	
	Particular ethnic groups	
	People on low incomes	
	People in particular age groups	
	Groups with particular faiths and beliefs	
	Other excluded individuals and groups	

SECTION 4: Reducing & Mitigating Impact

As a result of what you have learned, what can you do to minimise the impact of the proposed changes on equality groups and other excluded / vulnerable groups, as outlined above?

4.1 Where you have identified an impact, what can be done to reduce or mitigate the impact? (Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).

	Impact 1: [Insert impact here]	Consider options as to what we can do to reduce the impact
	Impact 2: [Insert impact here]	
	Impact 3: [Insert impact here]	
	Impact 4: [Insert impact here]	
	Impact 5: [Insert impact here]	

4.2 Now that you have considered the potential or actual effect on equality, what action are you taking?

	No major change (no impacts identified)	<input type="checkbox"/>
	Adjust the policy/proposal	<input type="checkbox"/>
	Continue the policy/proposal (impacts identified)	<input type="checkbox"/>
	Stop and remove the policy/proposal	<input type="checkbox"/>

4.3 Please document the reasons for your decision

--	--

4.4 How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?

4.5 Conclusion	<i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>

SECTION 5: Next Steps

5.1

Action Plan

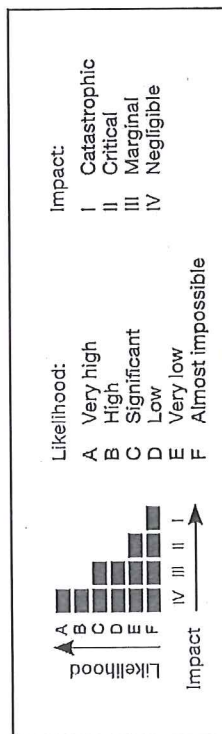
Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

NB. Add any additional rows, if required.

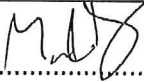
Action Required	Equality Groups Targeted	Intended Outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG

5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
R1.1	[Enter risk here]	[Enter here the likely impact if the risk came to pass]	[Record here any actions already in place to reduce the risk]	[Using the key below, enter the current risk score]	[Enter here any actions that can be developed in future to reduce the risk identified]



THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

Signature: 

Full Name:Mark Banks.....

Unit:City Management & Communities.....

Email & Telephone Ext: mbanks@westminster.gov.uk x3369.....

Date of Completion (DD/MM/YY):10/11/15.....

WHAT NEXT?

Please email your completed EIA to the Equalities Lead: equalities@westminster.gov.uk



City of Westminster

EQUALITY IMPACT ASSESSMENT TOOL

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

The Council also has a duty to foster good relations between different groups of people and to promote equality of opportunity.

Completing an Equality Impact Assessment (EIA) is the **simplest way** to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the **earliest stages** of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision. Keep all versions of your EIA. An EIA should be finalised once a final decision is taken.

When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making internal reorganisations that will result in staff changes including Transfer of Undertakings (TUPE), redundancies, change in job roles or terms and conditions.
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

Further Guidance

- [Step-by-Step Guidance to the questions](#)
- An EIA e-learning module is available for all Westminster staff: www.learningpool.com/westminster/course/view.php?id=159

Please contact the Equalities lead to inform them when you begin and then complete an EIA: equalities@westminster.gov.uk

SEB will monitor compliance with the requirement to complete EIAs.

Title of Proposal
Commercial Waste Income (MTP Ref. 5.8)
Lead Officer
i. Mark Banks ii. Head of Waste & Parks iii. City Management & Communities iv. mbanks@westminster.gov.uk
Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.
Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Date of original EIA:
Version number and date of update
Version 1.0

SECTION 1: Initial screening: Do you need to complete an Equality Impact Assessment (EIA)?

Not all proposals will require an EIA, this initial screening will help you decide if your project or policy requires a full EIA by looking at the potential impact on any equality groups.

1.1	What are you analysing?															
	<ul style="list-style-type: none"> What is the project, policy or proposal? To increase charges to Westminster businesses for collecting their waste. What is the purpose of the policy/project/activity/strategy? Increase revenue In what context will it operate? Medium Term Planning What results are intended? Increased revenue Why is it needed? To assist the council's financial position Who is it intended to benefit and how? Council – increased income Who, potentially, could this project, policy or proposal have a detrimental effect on, and how? Businesses that choose to use the council's waste collection service will have to pay increased charges. <p><i>A member of the public should have a good grasp of the proposal after reading this section.</i></p>															
1.2	From a service user and staff perspective, does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups? If so, is the impact positive or negative?															
	<table border="1"> <thead> <tr> <th></th> <th>None</th> <th>Positive</th> <th>Negative</th> <th>Not sure</th> </tr> </thead> <tbody> <tr> <td>Disabled people</td> <td>X <input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Particular ethnic groups</td> <td>X <input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table>		None	Positive	Negative	Not sure	Disabled people	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Particular ethnic groups	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	None	Positive	Negative	Not sure												
Disabled people	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>												
Particular ethnic groups	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>												

Men or women (include impacts due to pregnancy/ maternity)	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	No	<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	

If the answer is “negative” or “unclear” consider doing a full EIA

1.3	What do you think that the overall NEGATIVE impact on groups and communities will be?	None / Minimal	Significant
		<input type="checkbox"/>	<input type="checkbox"/>
	<u>None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.</u> Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.	X	

1.4	Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?
	Yes <input type="checkbox"/> No X <input type="checkbox"/>
1.5	How have you come to this decision?
	Charge increases will be applied equally (per bag, bin etc.) to all businesses choosing to use the council’s services; whether large or small, local or multinational. Businesses can opt to use other waste collection companies and are not required to use the council service.

SECTION 2: EQUALITY IMPACT ASSESSMENT
Building an Evidence Base: What do you know?

This section will help you build your evidence base and interpret what the likely impact will be of your service. Complete this section if your proposal is service user related. If your proposal only affects staff, go to section 2.2

2.1 Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal

- *If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.*

	How many people use the service currently? What is this as a % of Westminster's population?	
	Disabled people	
	Particular ethnic groups	
	Men or women (include impacts due to pregnancy/maternity)	
	People of particular sexual orientations	
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
	People on low incomes	
	People in particular age groups	
	Groups with particular faiths and beliefs	
	Any other groups who may be affected by the proposal?	

This section should be completed for all proposals that will impact on staff.

2.2 Build up a picture of the makeup of the workforce profile in the service affected.

<p>What is the workforce profile of the service? As a percentage, how does this compare to the profile of Westminster City Council workforce?</p> <ul style="list-style-type: none"> • Age • Disability • Gender • Gender Reassignment • Ethnicity 	<table border="1"> <thead> <tr> <th rowspan="2">Group</th> <th colspan="2">Service</th> <th colspan="2">Council</th> </tr> <tr> <th>No</th> <th>%</th> <th>No</th> <th>%</th> </tr> </thead> <tbody> <tr> <td colspan="5">Age</td> </tr> <tr> <td>16-24</td> <td></td> <td></td> <td>35</td> <td>2%</td> </tr> <tr> <td>25-29</td> <td></td> <td></td> <td>148</td> <td>7%</td> </tr> <tr> <td>30-44</td> <td></td> <td></td> <td>893</td> <td>43%</td> </tr> <tr> <td>45-59</td> <td></td> <td></td> <td>854</td> <td>41%</td> </tr> <tr> <td>60-64</td> <td></td> <td></td> <td>115</td> <td>5%</td> </tr> <tr> <td>65 +</td> <td></td> <td></td> <td>33</td> <td>2%</td> </tr> <tr> <td colspan="5">Disability</td> </tr> </tbody> </table>	Group	Service		Council		No	%	No	%	Age					16-24			35	2%	25-29			148	7%	30-44			893	43%	45-59			854	41%	60-64			115	5%	65 +			33	2%	Disability				
	Group		Service		Council																																													
		No	%	No	%																																													
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Disability																																																		

<ul style="list-style-type: none"> • Pregnancy and Maternity • Religion/Belief • Sex • Sexual Orientation 	Yes			66	3%	
	No			897	43%	
	Not Known			1115	54%	
	Ethnicity					
	Asian/Asian British			145	7%	
	Black/Black British			416	20%	
	Mixed			62	3%	
	White			1371	66%	
	Other			42	2%	
	Unknown			83	4%	
	Gender					
	Female			1192	57%	
	Male			886	43%	
	Pregnancy and Maternity					
	<ul style="list-style-type: none"> • Are any staff pregnant or on maternity • How are they affected by this change 					
	Religion & Belief					
	There is insufficient data to make an assessment on this characteristic. Any issues identified as part of the consultation process will be included					
Sexual Orientation						
There is insufficient data to make an assessment on this characteristic. Any issues identified as part of the consultation process will be included						
Gender Reassignment						
Data on Gender Reassignment is currently not available but it is unlikely that this proposal will impact either positively or negatively on the protected characteristic of gender reassignment. The consultation process should identify any issues that need to be considered with regards to this protected characteristic.						
	Using the information above, are any groups of staff disproportionately represented compared to the Council workforce?					
	Does TUPE apply to this proposal?					
	Will the reorganisation/restructure result in an increase or decrease in staff numbers? If so, approximately how many?					

	Will the reorganisation/restructure result in changes in job roles or terms and conditions for staff? If so, what changes are proposed?	
--	---	--

2.3 Summary (to be completed following analysis of the evidence above)

	Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?	None	Positive	Negative	Not sure
	Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (include impacts due to pregnancy/maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think this proposal may affect negatively or positively?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input type="checkbox"/>	<input type="checkbox"/>	

SECTION 3: Assessing Impact

In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be.

3.1 Consultation Information

This section should record the consultation activity undertaken in relation to this project, policy or proposal

	<p>i. Who will you consult with?</p> <p>ii. How will you consult? <i>(inc meeting dates, activity undertaken & groups consulted)</i></p>
--	---

3.2 What might the potential impact on individuals, groups or staff be?

Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups

	Generic impact (across all groups)	
	Men or women (include impacts due to pregnancy/maternity)	
	People of particular sexual orientation	
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
	Disabled people	
	Particular ethnic groups	
	People on low incomes	
	People in particular age groups	
	Groups with particular faiths and beliefs	
	Other excluded individuals and groups	

SECTION 4: Reducing & Mitigating Impact

As a result of what you have learned, what can you do to minimise the impact of the proposed changes on equality groups and other excluded / vulnerable groups, as outlined above?

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? <i>(Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</i>	
	Impact 1: [Insert impact here]	Consider options as to what we can do to reduce the impact
	Impact 2: [Insert impact here]	
	Impact 3: [Insert impact here]	
	Impact 4: [Insert impact here]	
	Impact 5: [Insert impact here]	

4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	No major change (no impacts identified)	<input type="checkbox"/>
	Adjust the policy/proposal	<input type="checkbox"/>
	Continue the policy/proposal (impacts identified)	<input type="checkbox"/>
	Stop and remove the policy/proposal	<input type="checkbox"/>
4.3	Please document the reasons for your decision	
4.4	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?	

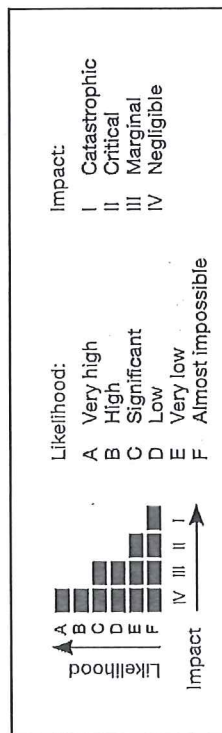
4.5 Conclusion	
<i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>	

SECTION 5: Next Steps

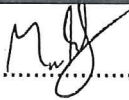
5.1	Action Plan <i>Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.</i> NB. Add any additional rows, if required.					
Action Required	Equality Groups Targeted	Intended Outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG

5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
R1.1	[Enter risk here]	[Enter here the likely impact if the risk came to pass]	[Record here any actions already in place to reduce the risk]	[Using the key below, enter the current risk score]	[Enter here any actions that can be developed in future to reduce the risk identified]



THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

Signature:.....

Full Name:Mark Banks.....

Unit:City Management & Communities.....

Email & Telephone Ext: mbanks@westminster.gov.uk x3369.....

Date of Completion (DD/MM/YY):10/11/15.....

WHAT NEXT?

Please email your completed EIA to the Equalities Lead: equalities@westminster.gov.uk



EQUALITY IMPACT ASSESSMENT TOOL

The council has a statutory duty to consider the impact of its decisions on age, disability, gender reassignment, pregnancy & maternity, race, religion or belief, sex (gender) and sexual orientation.

The Council also has a duty to foster good relations between different groups of people and to promote equality of opportunity.

Completing an Equality Impact Assessment (EIA) is the **simplest way** to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the **earliest stages** of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision. Keep all versions of your EIA. An EIA should be finalised once a final decision is taken.

When should you undertake an EIA?

- You are making changes that will affect front-line services
- You are reducing the budget of a service, which will affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles (particularly if it impacts on frontline services).
- EIAs also need to be undertaken on how a policy is implemented even if it has been developed by central government (for example cuts to grant funding)
- **Section 1 of the EIA Tool: Initial Screening**, will help you decide whether a full EIA is necessary

Who should undertake the EIA?

- The person who is making the decision or advising the decision-maker

Further Guidance

- [Step-by-Step Guidance to the questions](#)
- An EIA e-learning module is available for all Westminster staff: www.learningpool.com/westminster/course/view.php?id=159

Please contact the Equalities lead to inform them when you begin and then complete an EIA: equalities@westminster.gov.uk

SEB will monitor compliance with the requirement to complete EIAs.

Title of Proposal
Energy Efficient Street Lighting: MTP Proposal 5.11
Lead Officer
<ul style="list-style-type: none"> i. David Yeoll/Sally Keiller ii. Head of Infrastructure & Asset Management/ Head of Contracts, Highways Infrastructure and Public Realm iii. City Management and Communities iv. dyeoll@westminster.gov.uk, 020 7641 2622 skeiller@westminster.gov.uk, 020 7641 3808
Has this project, policy or proposal had an EIA carried out on it previously? If yes, please state date of original and append to this document for information.
Yes <input type="checkbox"/> XNo
Date of original EIA:
Version number and date of update
<i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process.</i>
<i>Version 1 –24 November 2015</i>

SECTION 1: Initial screening: Do you need to complete an Equality Impact Assessment (EIA)?

Not all proposals will require an EIA, this initial screening will help you decide if your project or policy requires a full EIA by looking at the potential impact on any equality groups.

1.1	What are you analysing?
	<ul style="list-style-type: none"> • What is the project, policy or proposal? This EIA covers the proposal to change the current street lighting to LED technology. • What is the purpose of the policy/project/activity/strategy? These proposals are aimed at implementing the change through replacing lanterns with LED lamps thereby achieving reduced energy and maintenance costs and meeting medium term savings targets. • In what context will it operate? This proposal has a unique Business Case and will have its own project plan, governance and and implementation process. This Business Case will operate as the overarching monitoring tool for implementation and monitoring of the individual proposals. • What results are intended? The intended result of the proposals are : <ul style="list-style-type: none"> • To achieve a medium term saving in revenue funding of £140k over three years from 2015/16 across City Management and Communities • To deliver services in the most co-ordinated and efficient manner • To minimise impact on service levels • To deliver where possible an improved customer service and minimise the impact on Westminster’s Businesses, Residents and Tourists • To adopt new technology to improve efficiency and customer service

- **Why is it needed?**
Central Governments reduction in funding will result in a significant drop in available funding for Local Authorities. As a consequence, additional revenue savings need to be found across City Management and Communities from 2015/16 in order to help close this funding gap. Failure to achieve sufficient savings will lead to further structural problems within Westminster's overall budget. This proposal commenced in July 2015 in order to allow time to develop the business case for Cabinet Member decision and to start deliver savings from April 2016.
- **Who is it intended to benefit and how?**
The intended benefits will cover all of Westminster's Residents, Tourists and Workers.
- **Who, potentially, could this project, policy or proposal have a detrimental effect on, and how?**
LED lamps through out light towards the blue end of the spectrum which has a 'colder' appearance. There is however no detrimental affect.

A member of the public should have a good grasp of the proposal after reading this section.

1.2 Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups? If so, is the impact positive or negative?

	None	Positive	Negative	Not sure
Disabled people	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/ maternity)	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People or particular sexual orientation/s	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths and beliefs	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?	None	<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	

If the answer is "negative" or "unclear" consider doing a full EIA

1.3	What do you think that the overall NEGATIVE impact on groups and communities will be?	None / Minimal	Significant
		x <input type="checkbox"/>	<input type="checkbox"/>
<p><u>None or minimal impact would be where there is no negative impact identified, or where there will be no change to the services for any groups.</u> Wherever a negative impact has been identified you should consider undertaking a full EIA by completing the rest of the form.</p>			

1.4	Using the screening and information in questions 1.2 and 1.3, should a full assessment be carried out on the project, policy or proposal?
	Yes <input type="checkbox"/> No x <input type="checkbox"/>

1.5	How have you come to this decision?
	This Business Case/proposal is an overarching framework to show how the City Management and Communities is responding to savings requirements and as such has no negative impact on groups or communities.

SECTION 2: EQUALITY IMPACT ASSESSMENT

Building an Evidence Base: What do you know?

This section will help you build your evidence base and interpret what the likely impact will be of your service.

2.1 Build up a picture of who uses/will use your service or facility and identify who are likely to be impacted by the proposal	
<ul style="list-style-type: none"> If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes. 	
How many people use the service currently? What is this as a % of Westminster's population?	A million visitors each day to Westminster will all interact at some point with the services linked to the proposals. This is 4.4 times the resident population.
Disabled people	
Particular ethnic groups	
Men or women (include impacts due to pregnancy/maternity)	
People of particular sexual orientations	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
People on low incomes	
People in particular age groups	
Groups with particular faiths and beliefs	
Any other groups who may be affected by the proposal?	

2.2 Summary (to be completed following analysis of the evidence above)				
	None	Positive	Negative	Not sure
Does the project, policy or proposal have the potential to have a <u>disproportionate</u> impact on any of the following groups? If so, is the impact positive or negative?				
Disabled people	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (include impacts due to pregnancy/maternity)	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of particular sexual orientations	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing or have	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	undergone a process or part of a process of gender reassignment				
	People on low incomes	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths and beliefs	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think this proposal may affect negatively or positively?	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION 3: Assessing Impact

In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be.

3.1	Consultation Information
<i>This section should record the consultation activity undertaken in relation to this project, policy or proposal</i>	
<p>i. Who have you consulted with? No consultation has been required to date but where the individual initiatives require consultation, this will take place with residents groups, disabled groups and any other group identified as affected.</p> <p>ii. How did you consult? (inc meeting dates, activity undertaken & groups consulted)</p>	
3.2	What might the potential impact on individuals or groups be?
<i>Consider disability, race, gender, sexual orientation, transgender, age, faith or belief and those on low incomes and other excluded individuals or groups</i>	
	Generic impact (across all groups)
	Men or women (include impacts due to pregnancy/maternity)
	People of particular sexual orientation
	People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment
	Disabled people
	Particular ethnic groups
	People on low incomes
	People in particular age groups
	Groups with particular faiths and beliefs
	Other excluded individuals and groups

SECTION 4: Reducing & Mitigating Impact

As a result of what you have learned, what can you do to minimise the impact of the proposed changes on equality groups and other excluded / vulnerable groups, as outlined above?

4.1	Where you have identified an impact, what can be done to reduce or mitigate the impact? <i>(Remember to think about the Council as a whole, another service area may already be providing services which can help to deal with any negative impact).</i>	
	Impact 1: [Insert impact here]	Consider options as to what we can do to reduce the impact
	Impact 2: [Insert impact here]	
	Impact 3: [Insert impact here]	
	Impact 4: [Insert impact here]	
	Impact 5: [Insert impact here]	

4.2	Now that you have considered the potential or actual effect on equality, what action are you taking?	
	No major change (no impacts identified)	<input checked="" type="checkbox"/>
	Adjust the policy	<input type="checkbox"/>
	Continue the policy (impacts identified)	<input type="checkbox"/>
	Stop and remove the policy	<input type="checkbox"/>

4.3	Please document the reasons for your decision	

4.4	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?	

4.5	Conclusion <i>This section should record the overall impact, who will be impacted upon and the steps being taken to reduce/mitigate impact</i>	

SECTION 5: Next Steps

5.1 Energy efficient street lights

5.1 Action Plan

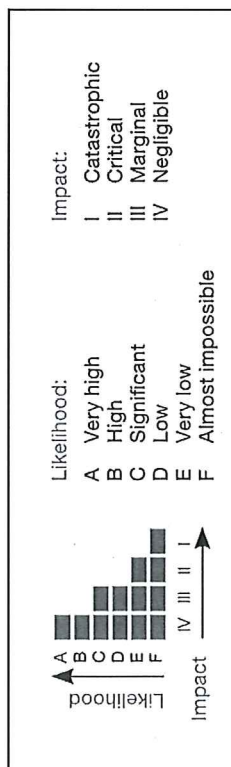
Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

NB. Add any additional rows, if required.

Action Required	Equality Groups Targeted	Intended Outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG

5.2 Risk Table

Ref	Risk	Impact	Actions in place to mitigate the risk	Current risk score	Further actions to be developed
R1.1	[Enter risk here]	[Enter here the likely impact if the risk came to pass]	[Record here any actions already in place to reduce the risk]	[Using the key below, enter the current risk score]	[Enter here any actions that can be developed in future to reduce the risk identified]



THIS SECTION TO BE COMPLETED BY THE RELEVANT SERVICE MANAGER

Signature:

Full Name:Sally Keiller.....

Unit: Highways Infrastructure and Public Realm, City Management and Communities

Email & Telephone Ext: 3808

Date of Completion (DD/MM/YY): 24/11/15

WHAT NEXT?

Please email your completed EIA to the Equalities Lead: equalities@westminster.gov.uk